

**HEALDSBURG DISTRICT HOSPITAL
SUMMARY STATEMENT OF OPERATIONS
(PRELIMINARY - SUBJECT TO CHANGE)**

| | Monthly | | | Year to Date | | |
|------------------------------------|-----------|-------------|-------------|--------------|-------------|-------------|
| | Jul/2019 | Jul/2018 | Budget 2019 | Jul/2019 | Jul/2018 | Budget 2019 |
| Net Operating Income (Loss) | (643,249) | (1,074,210) | (414,873) | (3,684,572) | (4,207,467) | (3,883,310) |
| Increase(Decrease) in Net Position | (351,733) | (809,494) | (150,158) | 3,881,535 | (508,562) | (184,406) |

Net Operating Income (Loss)

Increase(Decrease) in Net Position

**HEALDSBURG DISTRICT HOSPITAL
STATEMENT OF NET POSITION
THIS MONTH vs LAST MONTH
(PRELIMINARY - SUBJECT TO CHANGE)**

| | This Month Jul-31-2019 | Last Month Jun-30-2019 | Variance | |
|---|---------------------------|---------------------------|-------------|--------|
| | | | \$ | % |
| 1 Assets | | | | |
| 2 Cash and Cash Equivalents | | | | |
| 3 Unrestricted | 11,552,816 | 9,416,681 | 2,136,135 | 22.7% |
| 4 Board Designated | 1,638,000 | 1,641,000 | (3,000) | -0.2% |
| 5 Restricted | 4,467,883 | 4,995,325 | (527,442) | -10.6% |
| 6 Accounts receivable | | | | |
| 7 Gross | 27,490,131 | 31,212,424 | (3,722,293) | -11.9% |
| 8 Reserves | (21,034,354) | (22,835,567) | 1,801,213 | -7.9% |
| 9 Net Accounts Receivable | 6,455,776 | 8,376,856 | (1,921,080) | -22.9% |
| 10 Other Accounts Receivable | 2,046,823 | 1,832,624 | 214,199 | 11.7% |
| 11 Inventory | 799,989 | 804,449 | (4,460) | -0.6% |
| 12 Pre-Paid Expenses | 342,847 | 263,063 | 79,784 | 30.3% |
| 13 Total Current Assets | 27,304,135 | 27,329,999 | (25,864) | -0.1% |
| 14 Fixed Assets | | | | |
| 15 Land & Buildings | 14,158,940 | 14,158,940 | 0 | 0.0% |
| 16 Equipment | 10,854,955 | 10,854,955 | 0 | 0.0% |
| 17 Construction In Process | 2,134,615 | 1,952,782 | 181,833 | 9.3% |
| 18 Depreciation | (17,274,165) | (17,064,998) | (209,167) | -1.2% |
| 19 Total Property & Equip. | 9,874,345 | 9,901,679 | (27,334) | -0.3% |
| 20 Investments & Long-Term Assets | 113,182 | 113,182 | 0 | 0.0% |
| 21 Total Assets | 37,291,662 | 37,344,860 | (53,198) | -0.1% |
| 22 Liabilities | | | | |
| 23 Vendor AP | 2,839,242 | 2,396,962 | 442,280 | 18.5% |
| 24 Other Payables | 2,876,444 | 2,879,444 | (3,000) | -0.1% |
| 25 Accrued Payroll, Taxes & Benefits | 2,369,596 | 2,532,211 | (162,615) | -6.4% |
| 26 Other Current Liabilities | 726,782 | 704,912 | 21,871 | 3.1% |
| 27 Total Current Liabilities | 8,812,064 | 8,513,529 | 298,535 | 3.5% |
| 28 Long-Term Liabilities | 11,343,000 | 11,343,000 | 0 | 0.0% |
| 29 Total Liabilities | 20,155,064 | 19,856,529 | 298,535 | 1.5% |
| 30 Net Position | | | | |
| 31 Prior Year Earnings | 13,255,062 | 13,255,062 | 0 | 0.0% |
| 32 Current Earnings | 3,881,535 | 4,233,269 | (351,733) | -8.3% |
| 33 Total Net Position | 17,136,598 | 17,488,331 | (351,733) | -2.0% |
| 34 Total Liabilities & Net Position | 37,291,662 | 37,344,860 | (53,198) | -0.1% |

STATEMENT OF NET POSITION AS OF JULY 31, 2019 COMPARED TO JUNE 30, 2019 (PAGE 2)

Lines 3 & 4: Unrestricted and Board Designated Cash & Cash Equivalents were up \$2.1 million. This is due to a strong month of collections on patient accounts (primarily Sub-Acute) and a \$528 thousand reimbursement from Opus Bank for capital spending.

Lines 6- 9: Gross and Net Accounts Receivable are down \$3.7 million and \$1.9 million, respectively. This is primarily due to a strong month of collections on patient accounts, which was slightly offset by a strong month of patient volumes and revenue for July that is accrued in AR at July 31. At July 31 there was essentially one month of Sub-Acute AR outstanding, as the vast majority of the prior outstanding months were collected.

Line 10: Other Accounts Receivable increased \$214 thousand from the monthly accrual of parcel taxes less the July parcel tax settlement of \$74 thousand.

Line 23 & 24: Vendor AP and Other Payables increased \$439 thousand due to the timing of payments to vendors and some large capital items unpaid at month-end. Volatility is also somewhat inherent in this account due to the timing with which vendors invoice us for goods and services.

**HEALDSBURG DISTRICT HOSPITAL
STATEMENT OF NET POSITION
THIS YEAR vs LAST YEAR
(PRELIMINARY - SUBJECT TO CHANGE)**

| | This Fiscal Year Jul-31-2019 | Last Fiscal Year Jul-31-2018 | Variance | |
|---|---------------------------------|---------------------------------|-------------|---------|
| | | | \$ | % |
| 1 Assets | | | | |
| 2 Cash and Cash Equivalents | | | | |
| 3 Unrestricted | 11,552,816 | 6,217,134 | 5,335,681 | 85.8% |
| 4 Board Designated | 1,638,000 | 1,706,604 | (68,604) | -4.0% |
| 5 Restricted | 4,467,883 | 7,956,764 | (3,488,880) | -43.8% |
| 6 Accounts receivable | | | | |
| 7 Gross | 27,490,131 | 24,567,245 | 2,922,886 | 11.9% |
| 8 Reserves | (21,034,354) | (19,375,721) | (1,658,633) | -8.6% |
| 9 Net Accounts Receivable | 6,455,776 | 5,191,524 | 1,264,253 | 24.4% |
| 10 Other Accounts Receivable | 2,046,823 | 1,507,622 | 539,201 | 35.8% |
| 11 Inventory | 799,989 | 800,057 | (68) | 0.0% |
| 12 Pre-Paid Expenses | 342,847 | 299,944 | 42,903 | 14.3% |
| 13 Total Current Assets | 27,304,135 | 23,679,650 | 3,624,485 | 15.3% |
| 14 Fixed Assets | | | | |
| 15 Land & Buildings | 14,158,940 | 13,520,967 | 637,973 | 4.7% |
| 16 Equipment | 10,854,955 | 9,988,890 | 866,065 | 8.7% |
| 17 Construction In Process | 2,134,615 | 718,891 | 1,415,725 | 196.9% |
| 18 Depreciation | (17,274,165) | (15,509,414) | (1,764,751) | 11.4% |
| 19 Total Property & Equip. | 9,874,345 | 8,719,334 | 1,155,011 | 13.2% |
| 20 Investments & Long-term Assets | 113,182 | 168,334 | (55,152) | -32.8% |
| 21 Total Assets | 37,291,662 | 32,567,317 | 4,724,345 | 14.5% |
| 22 Liabilities | | | | |
| 23 Vendor AP | 2,839,242 | 2,797,374 | 41,868 | 1.5% |
| 24 Other Payables | 2,876,444 | 2,420,887 | 455,557 | 18.8% |
| 25 Accrued Payroll, Taxes & Benefits | 2,369,596 | 1,900,573 | 469,023 | 24.7% |
| 26 Other Current Liabilities | 726,782 | 733,061 | (6,278) | -0.9% |
| 27 Total Current Liabilities | 8,812,064 | 7,851,895 | 960,169 | 12.2% |
| 28 Long Term Liabilities | 11,343,000 | 11,939,000 | (596,000) | -5.0% |
| 29 Total Liabilities | 20,155,064 | 19,790,895 | 364,169 | 1.8% |
| 30 Net Position | | | | |
| 31 Prior Year Earnings | 13,255,062 | 13,284,985 | (29,922) | -0.2% |
| 32 Current Earnings | 3,881,535 | (508,562) | 4,390,098 | -863.2% |
| 33 Total Net Position | 17,136,598 | 12,776,422 | 4,360,175 | 34.1% |
| 34 Total Liabilities & Net Position | 37,291,662 | 32,567,317 | 4,724,345 | 14.5% |

STATEMENT OF NET POSITION AS OF JULY 31, 2019 COMPARED TO JULY 31, 2018 (PAGE 3)

Lines 3 & 4: Unrestricted and Board Designated Cash & Cash Equivalents were up \$5.3 million. Overall, the increase from the prior year was due to improved cash collections on patient accounts, and the increase in IGT and supplemental funding payments from both DHCS and Partnership.

Line 5: Restricted Cash and Cash Equivalents were down \$3.5 million due to the \$7.5 drawdown of the remaining funds from the 2016 COP in June 2018, less amounts subsequently spent on capital.

Lines 6- 9: Gross and Net Accounts Receivable are up from the prior year due to increased revenues for the year and the month of July, and a 5% price increase effective April 1st (price increase does not have a significant effect on Net AR due to our Medicare, Medicaid, and Self-Pay heavy payer mix).

Lines 14 - 19: The increase in Land & Buildings and Equipment of \$2.9 million is due to the various projects being funded by the 2016 COP.

Line 24: Other Payables increased \$456 thousand from open Medicare cost report and other reserves and an increase in the estimated liability for the self-insured health plan.

Line 25: Accrued Payroll, Taxes & Benefits were up \$469 thousand from the prior year due to an overall increase in payroll and benefits from staffing (32 FTE increase from July 2018 to July 2019) and wage and salary adjustments which impact both the Accrued Payroll and Taxes and Benefits (\$174 thousand) and PTO liability (\$295 thousand).

Line 29: Long-Term Liabilities were down \$596 thousand from scheduled principal payments made for the 2016 COP and Capital Lease. An additional payment of \$375 thousand principal and \$140 thousand interest is due September 1st.

HEALDSBURG DISTRICT HOSPITAL
STATEMENT OF OPERATIONS
2019 ACTUAL VS BUDGET
(PRELIMINARY - SUBJECT TO CHANGE)

| | MONTHLY | | | YEAR TO DATE | | | |
|---------------------------------------|-------------------|-------------------|------------------|--------------------|--------------------|--------------------|----------------|
| | Jul-19 | | Variance \$ | Budget | | Variance \$ | |
| | Actual | Budget | | Actual | Budget | | |
| 1 GROSS REVENUE: | | | | | | | |
| 2 Inpatient Routine | 1,994,886 | 2,127,905 | (133,019) | 13,924,834 | 14,110,908 | (186,074) | -1.3% |
| 3 Inpatient Ancillary | 2,160,310 | 1,998,667 | 161,643 | 13,136,384 | 12,808,507 | 327,876 | 2.6% |
| 4 Total Inpatient | 4,155,196 | 4,126,572 | 28,624 | 27,061,218 | 26,919,415 | 141,802 | 0.5% |
| 5 Outpatient | 6,478,964 | 6,647,092 | (168,127) | 45,619,992 | 42,614,133 | 3,005,860 | 7.1% |
| 6 Total Gross Patient Revenue | 10,634,160 | 10,773,664 | (139,504) | 72,681,210 | 69,533,548 | 3,147,662 | 4.5% |
| 7 Contractual Expenses | 6,232,098 | 6,062,731 | (169,368) | 42,820,560 | 39,129,043 | (3,691,517) | -9.4% |
| 8 Bad Debt Expense | 221,569 | 203,602 | (17,967) | 1,455,796 | 1,314,052 | (141,744) | -10.8% |
| 9 Total Revenue Deductions | 6,453,667 | 6,266,332 | (187,334) | 44,276,356 | 40,443,095 | (3,833,261) | -9.5% |
| 10 NET PATIENT REVENUE | 4,180,494 | 4,507,332 | (326,838) | 28,404,854 | 29,090,453 | (685,599) | -2.4% |
| 11 Other Revenue | 117,845 | 73,415 | 44,430 | 2,091,654 | 1,251,089 | 840,565 | 67.2% |
| 12 Total Operating Revenue | 4,298,339 | 4,580,747 | (282,408) | 30,496,509 | 30,341,543 | 154,966 | 0.5% |
| 13 Operating Expense: | | | | | | | |
| 14 Salaries & Wages | 2,033,481 | 2,058,721 | (25,240) | 13,831,537 | 14,411,047 | (579,510) | -4.0% |
| 15 Benefits | 724,142 | 918,207 | (194,065) | 5,605,826 | 5,682,957 | (77,131) | -1.4% |
| 16 Contract Labor | 126,014 | 127,825 | (1,811) | 970,112 | 894,775 | 75,337 | 8.4% |
| 17 Medical Pro Fees | 450,556 | 477,056 | (26,500) | 2,942,578 | 3,339,392 | (396,814) | -11.9% |
| 18 Other Professional Fees | 23,004 | 37,165 | (14,161) | 314,354 | 260,156 | 54,198 | 20.8% |
| 19 Purchased Services | 257,240 | 214,574 | 42,666 | 1,577,028 | 1,502,017 | 75,011 | 5.0% |
| 20 Supplies | 767,352 | 556,271 | 211,081 | 4,985,464 | 3,893,898 | 1,091,567 | 28.0% |
| 21 Repairs & Maintenance | 81,958 | 72,010 | 9,948 | 475,378 | 504,067 | (28,689) | -5.7% |
| 22 Rents & Leases | 103,259 | 106,153 | (2,894) | 681,184 | 743,071 | (61,887) | -8.3% |
| 23 Utilities | 54,855 | 60,261 | (5,406) | 390,281 | 421,827 | (31,546) | -7.5% |
| 24 Other Direct Expenses | 87,221 | 134,461 | (47,240) | 778,201 | 941,227 | (163,026) | -17.3% |
| 25 Interest Expense | 23,338 | 23,750 | (412) | 164,968 | 166,250 | (1,282) | -0.8% |
| 26 Depreciation & Amortization | 209,167 | 209,167 | 0 | 1,464,169 | 1,464,169 | 0 | 0.0% |
| 27 Total Operating Expenses | 4,941,588 | 4,995,620 | (54,032) | 34,181,081 | 34,224,853 | (43,772) | -0.1% |
| 28 Net Operating Income (Loss) | (643,249) | (414,873) | (228,376) | (3,684,572) | (3,883,310) | 198,738 | 5.1% |
| 29 Total Non-Operating | 291,516 | 264,716 | 26,800 | 7,566,107 | 3,698,905 | 3,867,203 | 104.5% |
| 30 Revenue Over (Under) Expenses | (351,733) | (150,158) | (201,576) | 3,881,535 | (184,406) | 4,065,941 | 2204.9% |
| 31 Capital Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| 32 Change in Fund Balance | (351,733) | (150,158) | (201,576) | 3,881,535 | (184,406) | 4,065,941 | 2204.9% |

SUMMARY STATEMENT OF OPERATIONS ACTUAL VS BUDGET (PAGE 4)

Lines 1 – 6: For the year the favorable budget variance in Gross Patient Revenue of \$3.1 million is primarily due to Outpatient Revenue. Within Outpatient Revenue, unfavorable budget variances in non-Surgery Outpatient visits and Clinic visits were more than offset by the higher dollar procedures and volumes in Surgeries.

Lines 7-9: Total Revenue Deductions were \$3.8 million over budget for the year. The increases in Contractual Expenses are consistent with the increases in Total Gross Patient Revenue, in addition to slightly unfavorable variances in the payor mix (Medicare up but Commercial and Blue Cross/Blue Shield down).

Line 11: Other Revenue is over budget \$841 thousand for the year due to increased payments from the Hospital Quality Assurance Fee (HQAF) and AB 915 Supplemental Outpatient Funding programs.

Lines 14 and 15: Salaries & Wages and Benefits were under budget \$219 thousand for the month and under budget \$657 thousand for the year. For salaries, increased use of PTO early in the year shifted costs from salaries to benefits and planned FTE's are slightly below budget year-to-date. For benefits, the Hospital received \$214 thousand of reimbursement under the employee health stop-loss reinsurance plan in July, which resulted in the favorable balance for the month and the year.

Line 20: Supplies were over budget \$211 thousand for the month and \$1.1 million for the year. Surgical Services implants and prosthesis (primarily pain management) were over budget \$228 thousand for the month and \$1 million for the year.

Line 29: Total Non-Operating was over budget \$3.9 million for the year due to IGT's and the supplemental outpatient funding payment from Partnership.

HEADSBERG DISTRICT HOSPITAL
STATEMENT OF OPERATIONS
ACTUAL 2019 vs ACTUAL 2018
(PRELIMINARY - SUBJECT TO CHANGE)

| | MONTHLY | | | YEAR TO DATE | | | |
|---------------------------------------|------------------|--------------------|----------------|--------------------|--------------------|------------------|---------------|
| | ACTUAL | | Variance \$ | ACTUAL | | Variance \$ | |
| | Jul-19 | Jul-18 | | Jul-19 | Jul-18 | | |
| | | | | | | | |
| 1 GROSS REVENUE: | | | | | | | |
| 2 Inpatient Routine | 1,994,886 | 1,761,832 | 233,054 | 13,924,834 | 13,613,578 | 311,256 | 2.3% |
| 3 Inpatient Ancillary | 2,160,310 | 1,443,035 | 717,275 | 13,136,384 | 12,155,530 | 980,854 | 8.1% |
| 4 Total Inpatient | 4,155,196 | 3,204,867 | 950,329 | 27,061,218 | 25,769,108 | 1,292,110 | 5.0% |
| 5 Outpatient | 6,478,964 | 5,418,219 | 1,060,745 | 45,619,992 | 39,935,889 | 5,684,103 | 14.2% |
| 6 Total Gross Patient Revenue | 10,634,160 | 8,623,087 | 2,011,074 | 72,681,210 | 65,704,997 | 6,976,213 | 10.6% |
| 7 Contractual Expenses | 6,232,098 | 4,938,736 | (1,293,362) | 42,820,560 | 39,182,304 | (3,638,256) | -9.3% |
| 8 Bad Debt Expense | 221,569 | 161,689 | (59,880) | 1,455,796 | 1,107,568 | (348,228) | -31.4% |
| 9 Total Revenue Deductions | 6,453,667 | 5,100,424 | (1,353,242) | 44,276,356 | 40,289,872 | (3,986,484) | -9.9% |
| 10 NET PATIENT REVENUE | 4,180,494 | 3,522,662 | 657,832 | 28,404,854 | 25,415,125 | 2,989,729 | 11.8% |
| 11 Other Revenue | 117,845 | 81,728 | 36,117 | 2,091,654 | 1,229,569 | 862,086 | 70.1% |
| 12 Total Operating Revenue | 4,298,339 | 3,604,390 | 693,949 | 30,496,509 | 26,644,694 | 3,851,815 | 14.5% |
| 13 Operating Expense: | | | | | | | |
| 14 Salaries & Wages | 2,033,481 | 1,895,403 | 138,078 | 13,831,537 | 12,354,437 | 1,477,100 | 12.0% |
| 15 Benefits | 724,142 | 845,366 | (121,224) | 5,605,826 | 4,866,354 | 739,472 | 15.2% |
| 16 Contract Labor | 126,014 | 152,813 | (26,799) | 970,112 | 1,254,588 | (284,476) | -22.7% |
| 17 Medical Pro Fees | 450,556 | 445,299 | 5,257 | 2,942,578 | 3,177,299 | (234,721) | -7.4% |
| 18 Other Professional Fees | 23,004 | 70,034 | (47,030) | 314,354 | 437,949 | (123,595) | -28.2% |
| 19 Purchased Services | 257,240 | 178,441 | 78,799 | 1,577,028 | 1,261,014 | 316,014 | 25.1% |
| 20 Supplies | 767,352 | 551,028 | 216,325 | 4,985,464 | 3,323,600 | 1,661,865 | 50.0% |
| 21 Repairs & Maintenance | 81,958 | 41,450 | 40,508 | 475,378 | 587,639 | (112,261) | -19.1% |
| 22 Rents & Leases | 103,259 | 103,928 | (668) | 681,184 | 723,924 | (42,740) | -5.9% |
| 23 Utilities | 54,855 | 47,767 | 7,088 | 390,281 | 351,678 | 38,604 | 11.0% |
| 24 Other Direct Expenses | 87,221 | 97,154 | (9,933) | 778,201 | 860,858 | (82,657) | -9.6% |
| 25 Interest Expense | 23,338 | 38,286 | (14,948) | 164,968 | 271,398 | (106,431) | -39.2% |
| 26 Depreciation & Amortization | 209,167 | 211,632 | (2,465) | 1,464,169 | 1,381,424 | 82,745 | 6.0% |
| 27 Total Operating Expenses | 4,941,588 | 4,678,600 | 262,988 | 34,181,081 | 30,852,161 | 3,328,920 | 10.8% |
| 28 Net Operating Income (Loss) | (643,249) | (1,074,210) | 430,961 | (3,684,572) | (4,207,467) | 522,895 | 12.4% |
| 29 Total Non-Operating | 291,516 | 284,716 | 6,800 | 7,566,107 | 3,698,905 | 3,867,203 | 104.5% |
| 30 Revenue Over (Under) Expenses | (351,733) | (809,494) | 457,761 | 3,881,535 | (508,562) | 4,390,098 | 863.2% |
| 31 Capital Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| 32 Change in Fund Balance | (351,733) | (809,494) | 457,761 | 3,881,535 | (508,562) | 4,390,098 | 863.2% |

SUMMARY STATEMENT OF OPERATIONS ACTUAL 2019 VS ACTUAL 2018 (PAGE 5)

Lines 6 - 10: Gross Patient Revenue was up \$2 million for the month and \$7.0 million for the year primarily from the 5% price increase effective April 1st, and increased revenue from Surgeries, Swing, and Sub-Acute. Total Revenue Deductions were up \$1.3 million for the month and \$4.0 million for the year, which is consistent with the increase in Total Gross Patient Revenue. For the yearly increase on a net basis, this is a combination of increased revenues and improvements in collection rates, primarily from Partnership Sub-Acute. July Patient Days, Outpatient Visits, ER Visits, Surgeries, and Clinic Visits are all up from July 2018.

Lines 11: Other Revenue was up \$862 thousand from the prior year a result of increased payments from the Hospital Quality Assurance Fee (HQAF) and Medi-Cal AB 915 Supplemental Outpatient Funding programs.

Lines 14 and 15: Salaries & Wages and Benefits were up \$17 thousand for the month and \$2.2 million for the year. The primary reasons for the increase were the 2018 lump sum salary adjustments and wage increases in addition to generally higher staffing levels. These more than offset an overall decrease in worked hours from use of PTO and employee leaves of absence early in 2019. Benefits are up primarily due to PTO as previously discussed and employee health plan costs, which are up \$328 thousand from the prior year.

Line 20: Supplies were up \$216 thousand for the month and \$1.7 million for the year primarily from Surgical Services implants and prosthesis (\$204 thousand and \$1.3 million respectively, mostly pain management) and pharmaceuticals (\$29 thousand and \$322 thousand, respectively).

Line 29: Total Non-Operating was up \$3.9 million for the month due to IGT's and the supplemental outpatient funding payment from Partnership.

HEALDSBURG DISTRICT HOSPITAL

Key Statistics

**Actual 2019 vs Actual 2018 & Budget 2019
(PRELIMINARY - SUBJECT TO CHANGE)**

| | MONTH | | | | YEAR TO DATE | | | | |
|--|-----------------|---------------|----------|-----------------|--------------|-----------------|----------|--------|---------|
| | Current 2019 | Prior 2018 | Variance | Goals or Budget | Variance | Goals or Budget | Variance | % | |
| | | | # | | | | | | % |
| 1 Days Cash on Hand | 86.84 | 55.46 | 31.37 | 60.00 | 26.84 | 44.73% | 60.00 | 25.91 | 43.18% |
| 2 Gross Days Revenue in Accounts Receivable | 80.14 | 88.32 | (8.18) | 60.00 | 20.14 | 33.56% | 60.00 | 20.18 | 33.64% |
| 3 Net Days Revenue in Accounts Receivable | 47.87 | 45.69 | 2.19 | 40.00 | 7.87 | 19.68% | 40.00 | 8.18 | 20.46% |
| 4 Days Expense in Accounts Payable | 18.69 | 19.58 | (0.89) | 25.00 | (6.31) | -25.24% | 25.00 | (6.51) | -26.04% |
| 5 Case Mix | | | | | | | | | |
| 6 Medicare | 1.3390 | 1.3189 | 0.0201 | 1.2500 | 0.0890 | 7.12% | 1.2500 | 0.0083 | 0.66% |
| 7 All Payers | 1.3437 | 1.1931 | 0.1506 | 1.2500 | 0.0937 | 7.50% | 1.2500 | 0.0475 | 3.80% |
| 8 Patient Days | | | | | | | | | |
| 9 Med/Surg | 131 | 58 | 73 | 143 | (12) | -8.39% | 960 | 5 | 0.52% |
| 10 ICU | 47 | 65 | (18) | 59 | (12) | -20.34% | 394 | (80) | -20.30% |
| 11 Swing | 53 | 24 | 29 | 36 | 17 | 47.22% | 306 | 88 | 28.76% |
| 12 Sub-Acute | 476 | 488 | (12) | 527 | (51) | -9.68% | 3,424 | (21) | -0.61% |
| 13 Patient Admissions | | | | | | | | | |
| 14 Med/Surg | 53 | 23 | 30 | 41 | 12 | 29.35% | 275 | 84 | 30.51% |
| 15 ICU | 9 | 14 | (5) | 13 | (4) | -29.68% | 85 | (4) | -5.23% |
| 16 Swing | 12 | 4 | 8 | 5 | 7 | 164.00% | 39 | 23 | 60.47% |
| 17 Sub-Acute | 0 | 1 | (1) | 1 | (1) | -100.00% | 7 | (1) | 0.00% |
| 18 Average Length of Stay | | | | | | | | | |
| 19 Med/Surg | 4.30 | 2.52 | 1.78 | 4.00 | 0.30 | 7.50% | 4.00 | 0.55 | 13.77% |
| 20 ICU | 2.40 | 4.64 | (2.24) | 4.00 | (1.60) | -40.00% | 4.00 | (1.45) | -36.35% |
| 21 Swing | 4.10 | 6.00 | (1.90) | 4.00 | 0.10 | 2.50% | 4.00 | 1.55 | 38.73% |
| 22 Average Daily Census | | | | | | | | | |
| 23 Med/Surg | 4.23 | 1.87 | 2.35 | 4.61 | (0.39) | -8.39% | 4.61 | (0.06) | -1.32% |
| 24 ICU | 1.52 | 2.10 | (0.58) | 1.90 | (0.39) | -20.34% | 1.90 | (0.42) | -22.18% |
| 25 Swing | 1.71 | 0.77 | 0.94 | 1.16 | 0.55 | 47.22% | 1.16 | 0.70 | 60.04% |
| 26 Sub-Acute | 15.35 | 15.74 | (0.39) | 17.00 | (1.65) | -9.68% | 17.00 | (0.95) | -5.58% |
| 27 Total Surgeries | 283 | 248 | 35 | 307 | (24) | -7.82% | 2,051 | 196 | 9.56% |
| 28 Total Outpatient Visits | 4,080 | 3,953 | 127 | 3,950 | 130 | 3.29% | 27,762 | (907) | -3.27% |
| 29 Total Clinic Visits | 1,234 | 1,207 | 27 | 1,205 | 29 | 2.41% | 8,051 | (389) | -4.83% |
| 30 Total ER Visits | 745 | 691 | 54 | 740 | 5 | 0.68% | 4,961 | 132 | 2.66% |

KEY STATISTICS – ACTUAL 2019 VS ACTUAL 2018 AND BUDGET 2019 (PAGE 6)

Line 1: Days Cash on Hand was up 31 days for the month and 28 for the year primarily due to the receipt of IGT's and the strong month of patient cash collections previously discussed.

Lines 8-12: Patient Days were up for the month due to strong volumes in Med/Surg and Swing. For Med/Surg the volume was driven by distinct patient visits, as no patient stay was over 5 days. Actual Patient Days for the year are up 256 as increases in Swing and Sub-Acute offset decreases in ICU. As of August 6th Sub-Acute is back up to full occupancy.

Line 27: Total Surgeries are favorable compared to prior month/year and budget primarily due to pain management procedures.

Line 28: Total Outpatient Visits were up 127 for the month and down 1,059 for the year, with similar variances to monthly and yearly budget. The monthly increase was primarily due to increases in Radiology (97), HPG (41), The Center for Women's Health (38), and Reference Lab (23), offset by a decrease in Specialty Medical (50). The yearly decrease was primarily due to Lab (561), Specialty Medical (581), and HPG (157).

KEY STATISTICS - DEFINITIONS AND CONTEXT (PAGE 6)

- **Days Cash on Hand:** Measures the number of days the hospital could continue paying its operating expenses from existing unrestricted cash and investments in the absence of any future cash collections. A higher ratio indicates greater financial flexibility. A good days cash on hand for a critical access hospital is at least 60 days.
- **Days Revenue in Accounts Receivable:** Measures the amount of time between patient discharge and when payment is received. This directly impacts cash flows for the facility and is a measure of the efficiency of the billing and collection in the revenue cycle. Gross and net days in accounts receivable are close in value in high functioning revenue cycles. A lower ratio indicates greater financial flexibility. A good days in AR for a critical access hospital is 45 days or less.
- **Days Expense in Accounts Payable:** Measures the average amount of time that elapses before the hospital meets its current liabilities. In other words, the number of days of cash expenses that are outstanding (not currently paid). High values for the average payment period often indicate a lack of liquidity.
- **Case Mix:** Case Mix Index (CMI) is a measure of the average severity level of a hospital's procedures. The CMI of a hospital reflects the diversity, clinical complexity and the needs for resources in the population of all the patients in the hospital.
- **Patient Days:** The total number of days for all patients for an episode of care
- **Patient Admissions:** Patient admission to the hospital
- **Average Length of Stay (ALOS):** The average length of stay in hospitals is often used as an indicator of efficiency. All other things being equal, a shorter stay will reduce the cost per discharge and shift care from inpatient to less expensive post-acute settings.
- **Average Daily Census:** The average number of patients treated during a day.
- **Surgeries:** There is a strong correlation in hospitals between surgery volumes and operating margins.
- **Outpatient Visits:** An outpatient hospital service is any type of medical or surgical care performed at a hospital that your doctor does not expect will be an overnight hospital stay. In some cases, you may stay overnight in the hospital, but not be admitted as an inpatient (this would be considered outpatient service).
- **Clinic Visits:** a patient who is not hospitalized overnight but who visits clinic or associated facility for diagnosis or treatment
- **ER Visits:** Significant not only because of the visit, but also the transfer of patients to the hospital for other services.

